

RAND RESEARCH AREAS

CHILDREN AND FAMILIES
 EDUCATION AND THE ARTS
 ENERGY AND ENVIRONMENT
 HEALTH AND HEALTH CARE
 INFRASTRUCTURE AND TRANSPORTATION
 INTERNATIONAL AFFAIRS
 LAW AND BUSINESS
 NATIONAL SECURITY
 POPULATION AND AGING
 PUBLIC SAFETY
 SCIENCE AND TECHNOLOGY
 TERRORISM AND HOMELAND SECURITY

This product is part of the RAND Corporation research brief series. RAND research briefs present policy-oriented summaries of published, peer-reviewed documents.

Corporate Headquarters
 1776 Main Street
 P.O. Box 2138
 Santa Monica, California
 90407-2138
 TEL 310.393.0411
 FAX 310.393.4818

© RAND 2012

www.rand.org

Identifying Civilian Labor Market Realities for Army Officers Making Stay/Leave Decisions

Key Points

- Many officers overestimate the ease of finding civilian employment that offers income comparable to what they receive while on active duty and also likely underestimate the additional, less visible “costs” of leaving active-duty service.
- These costs include the possibility of unemployment, underemployment, job instability, and less generous civilian health care and retirement benefits.
- Explaining the value of health care benefits and, to a lesser extent, retirement benefits appears to have the largest potential impact on retention.
- Communication on these issues will likely require multiple channels, including one-on-one communication, distribution of written materials, and the Internet.

A RAND Arroyo Center report describes the socioeconomic environment that officers will encounter if they leave active-duty service and analyzes the potential impact of these factors on Army retention. The study also considers how major differences between military and civilian employment can be effectively communicated to officers making stay/leave decisions.

How Does the Socioeconomic Environment Differ for Military and Civilian Employment?

Arroyo researchers reviewed military manpower, personnel, and labor economics literatures in order to identify socioeconomic differences between military and civilian employment. Since officers understand how much they receive in their paychecks, and civilian wages and salaries are the most visible “benefit” of leaving active-duty service, researchers concentrated on differences in other areas, including unemployment and cash compensation, noncash and deferred compensation, and other characteristics of jobs.

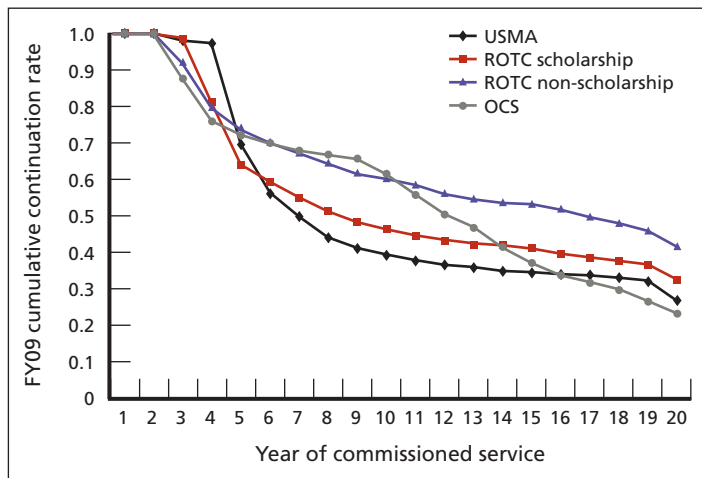
Unemployment and Cash Compensation

Officers leaving for the civilian workforce face risks of civilian unemployment and underemployment. There is a greater possibility of involuntary separation in a civilian job, and civilian unemployment rates vary greatly over time. Officers would also face potential job instability in civilian employment. On average, civilians hold seven different jobs in the first ten years of their careers. The economics literature generally concludes that the number of jobs held by new labor market participants adversely affects earnings later in one’s career. However, switching jobs can have a significant payoff for some workers who voluntarily transition from one employer to another. Officer wage growth is comparable to that of civilians, despite the fact that a significant

Despite relatively high levels of officer retention overall, Army personnel management officials have noted that junior officer retention is lowest for the individuals in whom the Army has made the largest investment, i.e., U.S. Military Academy (USMA) graduates or Reserve Officer Training Corps (ROTC) scholarship graduates. As the figure shows, by the eighth year of service, USMA graduates have the lowest continuation rates of any accession source, at about 44 percent, while ROTC scholarship graduates have the second lowest rates, at about 51 percent. Officials are concerned that these officers may not have a full and accurate picture of the socioeconomic environment facing them if they leave active-duty service.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 2012		2. REPORT TYPE		3. DATES COVERED 00-00-2012 to 00-00-2012	
4. TITLE AND SUBTITLE Identifying Civilian Labor Market Realities for Army Officers Making Stay/Leave Decisions				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) RAND Corporation, Arroyo Center, 1776 Main Street, PO Box 2138, Santa Monica, CA, 90407-2138				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 3	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

FY09 Cumulative Continuation Rates, by Accession Source



portion of civilian wage growth is due to switching jobs. Further, comparisons of wages earned by men and women, and by white and black workers, in civilian jobs consistently show gaps between groups.

Noncash and Deferred Compensation

Military health care benefits are more generous than the benefits available to both private-sector and civil-service employees. TRICARE plans do not charge members a premium, and officers have lower out-of-pocket costs than do their civilian counterparts. Twenty percent of civilian workers and approximately ten percent of college-educated civilians are not offered any health care benefits.

The military retirement benefit is also more generous than any private-sector benefit. Forty percent of private-sector workers, and 20 to 30 percent of white-collar workers, are not offered any retirement benefits, and defined contribution plans increase uncertainty about the value of benefits. However, private-sector workers are vested in retirement systems much earlier in their careers and retain their account balances even if they leave their employer before retirement.

Officers have access to several quality-of-life programs that are typically unavailable from civilian employers, including community and family support programs, and morale, welfare, and recreation programs. However, fewer than 50 percent of service members use these programs.

Other Characteristics of Jobs

There are several aspects of employment that affect officers more than civilians and are generally thought to reduce the value of military employment, including the prevalence of geographic relocation and the potential for deployment. However, it is not clear that officers have unrealistic expectations about these differences.

How Do Expectations About the Civilian Socioeconomic Environment Affect Retention?

How the socioeconomic environment affects retention depends on service members' expectations about military and civilian compensation, not on actual compensation. Individuals base their stay/leave decisions on what they expect to happen in the future, perceptions that may or may not be accurate.

Officers probably overestimate the ease of finding civilian employment that offers income comparable to what they receive while on active duty. Since they overestimate the most visible "benefit" of civilian employment, i.e., wages, it also is likely that they underestimate the additional, less visible "costs" of leaving active-duty service. If this is the case, improving the accuracy of officer expectations will lower expectations of civilian compensation and improve officer retention.

Of the socioeconomic characteristics for which quantitative estimates of the potential impact on officer expectations about civilian compensation are available, health care benefits appear to have the largest potential impact on retention, while military retirement is expected to have more modest impacts on retention.

Communicating the Socioeconomic Differences to Officers

The analysis implies a need to strategically target USMA and ROTC-scholarship graduates. Providing information on the costs of civilian employment before these individuals receive their commissions would allow the Army to get a head start on junior officer retention at a time when these individuals are in a structured environment.

Communication will likely require multiple channels, including one-on-one communication, distribution of written materials, and the Internet. The Army is experimenting with a junior officer retention website to provide information these officers need to evaluate differences between military and civilian employment. ■

This research brief describes work done by the RAND Arroyo Center and documented in *Expectations About Civilian Labor Markets and Army Officer Retention*, by Michael L. Hansen and Shanthi Nataraj, MG-1123-A, 2011 (available at <http://www.rand.org/pubs/monographs/MG1123.html>). This research brief was written by Kristin J. Leuschner. The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis. RAND's publications do not necessarily reflect the opinions of its research clients and sponsors. RAND® is a registered trademark.

RAND Offices

Santa Monica, CA • Washington, DC • Pittsburgh, PA • New Orleans, LA/Jackson, MS • Boston, MA • Doha, QA • Abu Dhabi, AE • Cambridge, UK • Brussels, BE



ARROYO CENTER

CHILDREN AND FAMILIES
EDUCATION AND THE ARTS
ENERGY AND ENVIRONMENT
HEALTH AND HEALTH CARE
INFRASTRUCTURE AND
TRANSPORTATION
INTERNATIONAL AFFAIRS
LAW AND BUSINESS
NATIONAL SECURITY
POPULATION AND AGING
PUBLIC SAFETY
SCIENCE AND TECHNOLOGY
TERRORISM AND
HOMELAND SECURITY

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis.

This electronic document was made available from www.rand.org as a public service of the RAND Corporation.

Support RAND

[Browse Reports & Bookstore](#)

[Make a charitable contribution](#)

For More Information

Visit RAND at www.rand.org

Explore the [RAND Arroyo Center](#)

View [document details](#)

Research Brief

This product is part of the RAND Corporation research brief series. RAND research briefs present policy-oriented summaries of individual published, peer-reviewed documents or of a body of published work.

Limited Electronic Distribution Rights

This document and trademark(s) contained herein are protected by law as indicated in a notice appearing later in this work. This electronic representation of RAND intellectual property is provided for non-commercial use only. Unauthorized posting of RAND electronic documents to a non-RAND website is prohibited. RAND electronic documents are protected under copyright law. Permission is required from RAND to reproduce, or reuse in another form, any of our research documents for commercial use. For information on reprint and linking permissions, please see [RAND Permissions](#).